



City of Tucson - Quarterly Critical Project Status Report

First Quarter 2003 July-September

Focus Area: Good Government

DCM: Mike Letcher

Strategies for the Year

- Improve Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.
- Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
- Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.
- Expand Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.
- Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

| Project Name | Description | Accomplishments Last Quarter | Goals for Next Quarter |
|---|--|--|---|
| Implementation of Waters Consulting Group Classification & Compensation Recommendations | This study was commissioned for the purpose of developing a consistent, orderly and non-political process for valuing jobs, work and compensation in our organization. A more consistent, predictable and professional pay system will have the effect of attracting and retaining highly qualified employees. | <p>This project was completed with the implementation of the new classification and compensation systems on June 30, 2002. The effective date of the new plans was made retroactive to January 27, 2002. All employees were moved into the newly developed salary structures with no loss in actual pay. On the average, employees received a 2.1% increase.</p> <p>The compensation schedules were subsequently updated based on salary survey data collected by the Waters Consulting Group. This information guided the Human Resources Director's recommendation to adjust the FY 03 compensation structures by 2.5% effective June 30, 2002. All employees received the 2.5% wage adjustment.</p> | Project Completed. |
| Enhanced Customer Service | Develop a plan to begin a multi-year initiative to improve customer service City wide. Continue to work to improve the telephone system, for example roll out the constituent relationship management (CRM) system to support this effort. Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact. | <ul style="list-style-type: none"> -Completed pilot training in two Library branches. -Completed Training Manual for Team-Powered Service (TPS). -Held sessions with DSD and HR senior management to plan TPS kick-offs. -Presented TPS overview to the Management Team. -Constituent Relationship Management Strategy draft submitted and reviewed by the City Manager's Office. | <ul style="list-style-type: none"> -Team-Powered Service Department-wide kick-off meeting in October will initiate process in DSD. -Team Leader training to teach facilitation and coaching skills to all members of each department's Management Team will occur in both DSD and HR in the second quarter of 2003. -The external and internal customer surveys will be redesigned. -Formation of Constituent Relationship Management Strategy Team will occur. |
| Diversify Fees and Revenues | Develop a proposal for City services fees, which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Also, explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making on the variety of approaches available to meet our financial challenges. | <ul style="list-style-type: none"> -Staff has gathered data for committee. -City Manager determining which citizens to ask to sit on the Revenue Diversification Task Force. | <ul style="list-style-type: none"> -Mayor and Council discussion of committee members and charge. -Committee will begin work. |



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Focus Area: Good Government (Continued)

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| Project Name | Description | Accomplishments Last Quarter | Goals for Next Quarter |
|---|--|--|--|
| City of Tucson Public Communications Plan | This is a multi-year project aimed at improving the way City staff communicates, assists, and works with community members. Initial efforts will concentrate on tactical improvements to broad communication efforts. A team will be formed to review and implement Citywide changes to all policies and procedures for interacting with the public. This will include all contacts from routine service provision and constituent initiated contacts through working with the community on issues important either to smaller communities of interest, such as neighborhoods, or the community as a whole. To assist in both understanding needs and providing service, the usefulness of available software (sole budgeted item) will be evaluated by the strategy team in a series of pilot projects. | Public Safety/CIO meetings on crisis communications policy held. Drafted crisis communications policy. Drafted revamped annual report. Published new CityPage (in Caliente and Calendar sections of local papers). CIO held meetings with local media editorial boards. Established issue briefings for beat reporters when appropriate. Citywide Public Information Group began inventory on policies. Began discussions on new approaches for Channel 12. Constituent Relationship Management Strategy draft submitted and reviewed by the City Manager's Office. | -Crisis Communications Policy Review -Publication of Revamped City of Tucson Annual Report -Formation of Constituent Relationship Management Strategy Team |
| City of Tucson Employee Communications Plan | This is a multi-year project to develop and refine information sharing with City employees. Project will incorporate insight gained from ongoing City townhalls, department townhall follow-up efforts, Public Information Group discussions, and employee discussions and suggestions. This represents a continuing effort to routinely and consistently communicate with the workforce on matters of importance and/or interest. The goal is an environment where employees feel two-way communication is encouraged and valued. | The bi-weekly newsletter was implemented. As suggested by employees, it is published online to save on reproduction costs. Implemented new Intranet home page format with more information, employee spotlights, and employee news. This site has been well received. During one month, 2,231 individual employees visited the home page approximately 21,600 times (roughly 10 visits a month). Channel 12 video streaming capability was established, allowing employees to more easily follow issues of importance. Published executive level service team notes on the Intranet, providing employees with insight into management discussions. Support Services Team researched what other cities are doing to communicate with employees and established a list of possible communication strategies. | Establish a team from all levels of the City organization recruiting from Foundation for Leadership graduates and Public Information officers to explore additional communication avenues. |